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Abstract

Employee retention in commercial banks in Kenya is a significant issue as annual turnover rates for employees range between 25-30 per cent and cost the banking sector KSh 3.2 billion on recruitment costs, training costs, and lost productivity annually. In the more rural counties like Uasin Gishu other hurdles for commercial banks are seasonal agricultural financing cycles, labour markets that are competitive for the banks, poor work-life balance mechanisms which affect stability and efficiency of the workforce. This paper investigated the impact of flexible work arrangement on employee turnover on commercial banks in Uasin Gishu County. The theory was based on Spillover Theory. The research was descriptive research using correlational research design derived from positivism research philosophy targeted 1200 employees of 18 licensed commercial banks operating in Uasin Gishu County. Stratified random sampling and Yamane's formula were adopted for selecting sample of 300 respondents. Structured pilot tested questionnaires with 5-point likert scales were used to gather primary data. Validity of results was assured using expert judgement and factor analysis and reliability was established using Cronbach's alpha (0.756). Descriptive and inferential statistics have been used (including correlation and regression analysis). Findings indicated that flexible work arrangements had a significant positive effect on employee retention ($v = 0.450$, $t = 8.345$, $p < 0.000$), with flexible work arrangements accounting for 20.2% variance of employee turnover. The research recommends development of structured flexible work policies, implementation of systematic schedule flexibility options, expansion of remote work facility, development of compressed workweek programs, and to provide reasonable work location autonomy based on operational requirements and organizational capacity.

Keywords: *Flexible Work Arrangements, Employee Turnover, Commercial Banks, Work-Life Balance, Employee Retention*

1.0 Background to The Study

Flexible work arrangements have evolved into a vital element of human resource management practices with substantial theoretical underpinnings and practical implications for commercial banks worldwide (Yang et al, 2024). Flexible work arrangements as the organizational policies that give employees freedom and control over when, where, and how they work to accomplish their work tasks have become ever more important as key retention strategies in the competitive banking industry (Haines et al., 2024). Commercial banks in the developing economies have begun to understand the significance of adopting strategic flexible work practices for attracting and retaining skilled employees who would otherwise be lost through purely traditional rigid work structures (Pepple et al., 2023). One of the most critical challenges facing any commercial bank since the sustainability of long-term operational excellence lies in the ability of banks to retain experienced staff who can support service quality and organisational growth (Central Bank of Kenya, 2024). Haines et al (2024) argues that once a banking organization has determined and implemented the appropriate flexible work arrangements, the returns include gaining competitive advantage through improved employee retention from the provision of work life integration opportunities and reduced turnover intentions. Yang et al. (2024) argue that organizations which are too rigid in their work arrangements miss out on big opportunities for retention when they cannot successfully accommodate the legitimate needs of employees to have flexibility in scheduling and working remotely and choosing their work location. Maintaining inflexible work structures without due consideration of the needs of employees is costly in terms of recruitment, training and loss of organizational knowledge, and hence, the need for effective flexible work frameworks, to ensure stability of the workforce and sustainable growth of commercial banks.

The relationship between flexible work arrangements and employee turnover has been discussed by various researchers worldwide and the conclusions show that effectively designed flexibility practices have a significant positive impact on employee retention. Flexible work arrangements continue to be an issue for commercial banks globally in today's competitive labor market. The tension between operational requirements and employee flexibility requirements is a major problem for bank managers in constructing effective work-life balance practices. The differences in organizational culture, technological infrastructure and management philosophy have complicated the adoption of effective flexible work practices in resource constrained banking environments (Choi, 2019). Studies show that commercial banks with strategic flexible work arrangements have a better employee retention rate than those with rigid traditional work practices. The excessive rigidity without due consideration for employee needs was perceived to be a major cause of high turnover rates and talent loss. Research from various developing countries suggests that the commercial banks are starting to realize the importance of having flexible policies in place in order to retain their talented workforce (Pepple et al, 2023; Ali et al, 2022). Flexible work arrangements is especially relevant in the banking sector due to high performance needs and the need to retain experienced employees for competitive advantage and service excellence.

1.1 Statement of The Problem

The commercial banking industry in Kenya is one of the largest contributors to economic growth and stability in the financial sector. Commercial banks have realized the importance of flexible work arrangements as a tool for employee retention by providing employee work-life integration opportunities that enable employees to balance work and life responsibilities effectively. However, studies show that a large percentage of commercial banks in Kenya are suffering from an excess of workplace rigidity which ultimately leaves an insensitive management without the benefit of retention and high turnover costs. The Central Bank of

Kenya (2024) states that commercial banks play a significant role in financial services in Kenya by employing many skilled personnel and thousands of people, therefore the ability to retain talents by the banking sector through flexibility is critical to the stability of the banking sector.

Although this is a sizable concern, statistical data by the Kenya Bankers Association (2014) indicates that commercial banks lose an average of kSh 3.2 billion annually on recruitment, training and loss of productivity associated with employee turnover, with annual turnover rates of between 25-30 percent. The availability of flexible work arrangements and excessive intensification of work in the workplace are listed as reasons for worker retention. Studies show that Csr and relationship managers have the highest turnover rate of 35 and 28 respectively and the main reasons for departure are too little flexibility in work structure and poor work-life balance (Mutiso & Kamau, 2023).

The specific role of flexible working arrangements on employee turnover in regional Kenyan banking contexts has not received adequate attention from the existing literature. Although there are studies in general on work-life balance in urban centers and other countries, there is a lack of research on the influence of a specific practice of strategic flexible work arrangements on employee retention in regional counties like Uasin Gishu. Based on the preliminary data from commercial banks in Uasin Gishu County, about 38 percent of departing employees attribute work-life imbalance as the main reason for leaving, however, there is a lack of systematic research on the impact of flexible working arrangements on turnover in the agricultural financing context. Because of the specific nature of Uasin Gishu County, seasonal agricultural financing that leads to work fluctuations in the year, it is necessary to understand the traverse for workload and by extension practices of flexibility in relation to retention. Thus, the purpose of this study was to bridge the research gap through an investigation of the impact of flexible work arrangements on employees' turnover in commercial banks in Uasin Gishu County, Kenya.

1.2 Research Objective

To examine the effect of flexible work arrangements on employee turnover in commercial banks in Uasin Gishu County, Kenya.

1.3 Research Hypothesis

H₀₁: Flexible work arrangements have no significant influence on employee turnover in commercial banks in Uasin Gishu County, Kenya.

2.0 Literature Review

The section presents the theoretical framework, empirical review and conceptual framework.

2.1 Theoretical Framework

Spillover Theory was presented by Staines (1980) as a theory of life domain transfer, or spillover, or the extent or pattern of transfer of experiences and behavior from one domain of human functioning to another. The theory explains the cross-domain consequences experienced by individuals between work and personal life; for instance, how conditions and policies in the workplace are reflected in family life and vice versa (Staines, 1980). According to the theory, individuals experience spillover effects along the dimensions of emotional states, behavioral patterns, and the allocation of time rather than maintain rigid domain separation which has a significant degree of impact on job attitudes and employment decisions (Edwards & Rothbard, 2000).

Perhaps most importantly, Spillover Theory's principles of positive spillover (experiences in one domain improve functioning in another) and negative spillover (experiences in one domain

cause problems in another) are contrary to the assumptions of traditional work-life theory that domains are independent (Greenhaus & Powell, 2006). This reciprocal spillover effect causes the work-family enrichment or conflict phenomenon in which employees have differential retention behaviors depending on their experiences of spillover (Hill et al., 2008). The theory also gives rise to the concept of boundary management, which suggests that people control the permeability between work and family domains through arrangements for flexibility, rather than by maintaining rigid boundaries (Allen et al., 2013). Furthermore, Spillover Theory explains that the inflexible work demands result in the depletion of psychological and temporal resources available for family obligations, which leads to negative spillover that results in turnover decisions (Byron, 2005).

Spillover Theory is directly relevant to this research on flexible work arrangements because it provides valuable insights into how commercial bank employees perceive and assess work-life integration opportunities that directly influence their turnover intentions and subsequent retention outcomes (Kelly et al., 2011). The boundary management component of the theory is applied to understanding how employees use FWA to successfully manage work-family boundaries, and hence is particularly helpful in understanding why employees have lower turnover intentions than others when FWA is offered (Lambert, 1990). The emphasis on the positive and negative spillover helps illuminate the role of availability and quality of flexible work arrangements for employees in their ability to prevent work stress from spilling over into their home lives while allowing personal wellbeing to increase work commitment (Greenhaus & Powell, 2006). Moreover, the theory's resource perspective has been used to explain why workers in inflexible work structures suffer depletion that causes turnover despite organizational investments in other retention strategies; it is also crucial to understanding the psychological processes that mediate the effectiveness of flexible work arrangements in limiting employee turnover.

2.2 Empirical Review

Haines et al. (2024) has examined the links between flexible work practices and employee turnover intention using multilevel structural equation modeling and data from 05 171 employees in 064 teams. The direct impact of flextime, the indirect impact of flextime, the overall impact of flextime on people's turnover intentions were all evaluated in the study. The findings indicated that flexibility increase job control and work engagement, thus decreases the possibilities of employees thinking of quitting their jobs, with evidence indicating that job autonomy and engagement acted as moderating variables. The research was conducted in developed country environments and did not focus on the banking industry or examine the moderating role of the organization's culture on these relations.

Yang et al. (2024) explored the connection between flexible working practices and employee turnover intention in high-technology organizations in the post-pandemic era via systematic literature review. The study used a broad-ranging review methodology to summarise past studies in a range of organisational contexts to establish the mechanisms between flexibility and retention. The results showed that flexible working arrangements played a critical role in decreasing turnover intentions because they resulted in increased autonomy as well as participation from employees, while decreasing work-family problems while increasing work satisfaction and organizational commitment. Nevertheless, the research focused on high technology industries rather than traditional service sectors such as banking and was based on secondary data analysis rather than primary empirical research.

Choi (2019) investigated the rate of voluntary employee turnover and its relationship with teleworking models of flexible working arrangements using data from The Federal workforce

in America. The research drew on agency-level data supplied by the Office of Personnel Management to try to find the relationship between telework policies and retention of staff. The results showed an inverse relationship between the proportion of teleworkers in the organization and voluntary turnover rates - with institutions that practiced a much higher proportion of teleworkers turning out significantly lower rates of turnover and those that had higher levels of support for teleworking producing higher rates of retention. Organizational influences such as average compensation, tenure, workforce demographics, and turnover trends were found to have a heavy influence on turnover trends. However, the research was conducted in the public sector rather than commercial organizations in the private sector and also in a developed country where, in terms of employing law and cultural settings, differed from Kenya.

Atiku et al. (2020) adopted purposive and snowball techniques to select the study of remote workers in different African countries to determine the influence of organisational and technological support in determining the effectiveness of the flexibility programmes. Results indicated that the use of flexible working was significantly influenced by employer dedication, occupational safety programs, and IT support. The research showed that implementation efficacy was a moderating factor between organizational support and productivity of employees and managerial support and reliable technological infrastructures contributed substantially to the success of flexible working arrangements in African settings. Nonetheless, the research took into account productivity results and not employee turnover and was conducted in special pandemic lockdown conditions that might not represent how the organization functions in normal circumstances.

Pepple et al (2023) in your article Access Bank Nigeria PLC: Investigation of the impact of flexible work arrangements on employee retention et al conducted an analysis of the customer services department of Access Bank Nigeria PLC. Analysis included work hour flexibility, remote and enabling working, and flexible leave policies. The descriptive research method was used to collect data from 323 employees using structured questionnaires, then the results were analyzed using the method of multiple regression. The findings revealed that flexible working, integrated working systems, and reduced work weeks made a substantial difference to retention. Although these practices in the study were successful in the banking sector in Nigeria, the research study was limited in the sense that it was carried out in one institution within a regulatory and cultural setting distinctive from Kenya.

Kipkoech (2018) researchers conducted a study at the Kericho County Referral Hospital in Kenya and assessed the effectiveness of flexible working arrangement on employee performance. Part-time work, shift work, flexi-time, and temporary contracts have been explored using the descriptive research design. From the stratified sample of staff who numbered 104 members, data was collected and analyzed with the help of statistical package for the social sciences and descriptive statistics. The results showed considerable impact of flexibility arrangement on performance, with temporary contracts, shifts and part-time employment becoming powerful predictors which showed positive values, while the flexi-time effect showed positive, but not significant values. All in all, variable work practices accounted for 22.9% of the variation in performance. However, the study was put into the health care field and focused on results in performance rather than in turnover among workers.

In a study Ali et al (2022) targeted eight government organizations (both regulatory and service based) using survey methodology with sectional analysis in the coastal region of Kenya. A total of 169 respondents (selected by combining purposive and random sampling) provided information for exploration through descriptive and inferential statistics in the programme Statistic Package for Social Science (SPSS). The results indicated that the flexible work

policies had reasonable returned on employee retention, while time autonomy and time-related policies proved to be notably effective in building up employee commitment. The study noted that in order to be carried out successfully, the process had to be adequately measured in terms of performance, and had to be communicated to policy. Nevertheless, a research confine to state-based corporations in state sector and not commercial in the private sector, carried out in an urban coastal setting possibly different from rural or semi-urban settings.

2.3 Conceptual Framework

The conceptual framework shows that flexible work arrangements have a direct influence on employee turnover in commercial banks through work-life integration mechanisms that support employee retention decisions. Spillover Theory - The model assumes that banks with systematic flexible work practices (schedule flexibility, remote, compressed working hours, work location autonomy, flexibility policies and effective communication) have better retention (lower turnover intention, actual turnover, retention patterns, exit behaviour, and job satisfaction, and organizational commitment) than rigid ones.

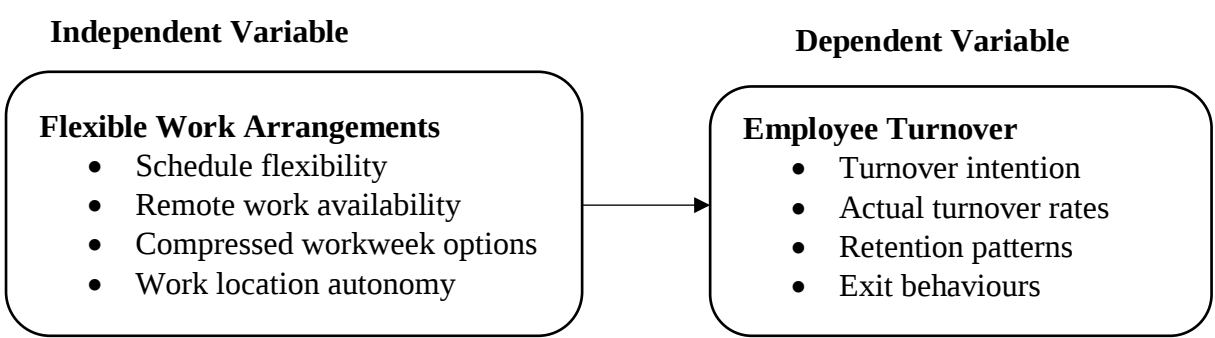


Figure 1: Conceptual Framework

3.0 Research Methodology

The section presents the research philosophy and research design, target population and sample size, research instrument, data collection procedure, data analysis and presentation.

3.1 Research Philosophy and Design

The study was carried out in Kenya, with a focus on commercial banks in Uasin Gishu County. The study was guided by the positivist research philosophy. Positivism is founded on objective epistemology, whereby the researcher maintains objectivity and the research focuses on observable phenomena rather than subjective interpretations (Saunders et al., 2019). Positivism is founded on the belief that reality is objective and measurable (Creswell & Creswell, 2017). Therefore, workplace phenomena are perceived to exist independently and can be measured through empirical observation. The research was based on a quantitative paradigm. Moreover, this study used a correlational research design. Researchers like Abutabenjeh and Jaradat (2018) noted that a correlational research design allows a researcher to examine relationships between variables in their natural settings and to collect data from a large number of respondents at a single point in time. In addition, this design has been used in the past to examine the impact of human resource practices on employee retention to obtain plausible findings (Haines et al., 2024).

3.2 Target Population and Sampling

The target population was employees in commercial banks in Uasin Gishu County. The study target population comprises all the individuals or subjects to which a researcher would wish to

generalize the study findings (Cooper & Schindler, 2014). The study population was all employees working in the eighteen (18) licensed commercial banks operating in Uasin Gishu County as of 2024, which amounted to 1,200 employees. They were employees working across customer service, operations, credit, finance, IT, human resources, and administrative departments. Moreover, bank employees are the key stakeholders in experiencing flexible work arrangements and are directly affected by workplace policies, making them essential respondents for understanding turnover dynamics. In addition, during their employment cycle, bank employees play a central role in service delivery and organizational performance outcomes. The sample size was calculated using Yamane's (1967) simplified formula which gave a sample of 300 employees out of a population of 1,200, and stratified random sampling was employed, which yielded 277 valid responses, representing a 92.3% response rate.

Table 1: Sample Size Distribution

Bank Category	Sample Size
Large Banks (5 banks)	165
Medium Banks (8 banks)	96
Small Banks (5 banks)	39
Total	300

3.3 Research Instrument

Questionnaires were used to collect pertinent information for the study. The use of questionnaires is expected to offer objective responses due to their standardized method of data collection and provides an opportunity for anonymity (Kothari, 2004). The study used structured questionnaires with a 5-point Likert scale ranging from "1=strongly disagree to 5=strongly agree" to indicate levels of agreement. In addition, structured questionnaires were used to make statistical analysis manageable. Flexible work arrangement items were developed based on established work-life balance literature focusing on schedule flexibility, remote work availability, compressed workweek options, work location autonomy, policy clarity, and implementation effectiveness. Items for measuring the dependent variable, employee turnover, were adapted to measure turnover intention levels, actual turnover rates, retention patterns, exit behaviours, job satisfaction, and organizational commitment relative to industry standards.

3.4 Data Collection Procedures

The researcher sought approval from the School of Business, Catholic University of Eastern Africa (CUEA) and from the National Commission for Science, Technology and Innovation (NACOSTI) for a research permit to enable the researcher to conduct the research in commercial banks within Uasin Gishu County. Permission was also obtained from the management of participating commercial banks. Piloting of the questionnaire was conducted with 30 employees from three commercial banks in Nakuru County not included in the final study. This constituted 10% of the sample population. According to Cooper and Schindler (2014), a pilot test should comprise 5% to 10% of the target sample. This is to enable establishment of reliability and validity of the questionnaire.

3.5 Data Analysis and Presentations

Data were analyzed using descriptive and inferential statistics such as mean scores and standard deviation, with hypotheses tested using Pearson correlation analysis and simple linear regression using Statistical Package for Social Sciences (SPSS) version 30. The regression model employed was:

$Y = \beta_0 + \beta_1X_1 + \varepsilon$

Where:

Y = Employee Turnover

X₁ = Flexible Work Arrangements

β₀ = Constant

β₁ = Regression coefficient

ε = Error term

Besides, diagnostic tests were conducted to ensure reliability and validity and to ensure regression assumptions were met, such as tests for normality using Shapiro-Wilk test, multicollinearity using VIF and tolerance statistics, and heteroscedasticity using Breusch-Pagan test. Reliability was confirmed using Cronbach's alpha coefficient, with the flexible work arrangements scale achieving α = 0.756, confirming acceptable internal consistency.

4.1 Results and Discussions

The study administered three hundred (300) questionnaires to commercial bank employees across the eighteen banks in Uasin Gishu County, out of which two hundred and seventy-seven (277) were completed and returned, representing 92.3% of the overall response rate. Mugenda and Mugenda (2013) state that a response rate of greater than 50% is sufficient for analysis. Additionally, according to Babbie (2004), a 60% return rate is good and a 70% return rate is very good.

Table 2: Response Rate

Category	Count	Percentage
Administered	300	100.0%
Returned	277	92.3%
Not Returned	23	7.7%

Source: Research Data (2025)

The high response rate of 92.3% can be attributed to several factors including the drop-and-pick method of questionnaire administration, cooperation from bank management who facilitated access to employees, assurance of anonymity and confidentiality, and the relevance of the research topic to employees' work experiences. The response rate exceeded the threshold recommended by Babbie (2004), confirming the adequacy of the data for statistical analysis and generalization of findings to the study population.

4.2 Descriptive Statistics for Flexible Work Arrangements

The flexible work arrangements construct comprised six items measuring various aspects of workplace flexibility offered by commercial banks in Uasin Gishu County. Table 4.3 presents the descriptive statistics for flexible work arrangements.

Table 3: Descriptive Statistics for Flexible Work Arrangements

Statement	SD	D	N	A	SA	Mean	Std Dev
My bank provides employees with schedule flexibility to manage work and personal life	17.7%	14.4%	15.9%	26.7%	25.3%	3.27	1.44
Employees have the option to work remotely based on operational needs	13.7%	12.6%	14.8%	34.3%	24.5%	3.43	1.35
Compressed workweeks are allowed to help reduce burnout and turnover	14.1%	14.1%	14.8%	32.5%	24.5%	3.39	1.36
Employees are granted autonomy over work location depending on task requirements	16.6%	20.2%	14.1%	29.6%	19.5%	3.15	1.39
Flexible work options have improved employee satisfaction and reduced turnover intention	22.0%	14.4%	13.7%	28.9%	20.9%	3.12	1.46
There is a clear policy on flexible work arrangements communicated to all staff	18.1%	13.4%	18.8%	25.3%	24.5%	3.25	1.43

Source: Research Data (2025)

With respect to schedule flexibility in balancing work and personal life, 52.0% of the respondents agreed their banks provide the same to their clients and 32.1% disagreed, while 15.9% said they are neutral. Mean score of 3.27 (SD=1.44) reflected moderate agreement with much variation in responses. Regarding operational requirements, 58.8% of the respondents agreed with this offer while 26.3% agreed and 14.8% were neutral. The one from attributes and incentives (mean = 3.43; SD = 1.35) for flexible work arrangements constituted the highest value of the dimension. For the availability of compressed workweeks in attenuated: There was an agreement from the respondents of 57.0%, with 28.2% disagreement and 14.8% for being neutral about the availability of compressed workweeks to reduce burnout. The result was a mean of 3.39 and SD of 1.36 for moderate to high agreement. Autonomy in work location depending on the case for the task - Neutral - Agreed to Disagreed - 49.1% Disagreed - 36.8% Agreed - 14.1% Mean - 3.15 (SD 1.39) Considering whether flexibility options had made employees dissatisfied with their job and no longer want to work for it - Agreed - Disagreed - Neutral - 49.8% Agreed - 36.4% Disagreed - 13.7% Neutral - This item had the lowest agreement for this construct with a mean= 3.12 (SD = 1.46). The availability or presence of known policies on generous work arrangements to crowded workers received a response of 49.8% agree, 31.5% disagree, and 18.8% neutral (Mean = 3.25, Standard deviation = 1.43). The moderate to high means (3.12 to 3.43) and high standard deviations (1.35 to 1.46), suggested that there was some and consistent lack of consistency in the implementation of the flexible work arrangement in commercial banking, resulting in retention benefits for

commercial banks with comprehensive implementation of flexibility policy. The relatively lower scores in work location flexibility (3.15) and perceived efficacy (3.12) indicated important deficiencies and lack of flexibility that likely contributed to employee dissatisfaction and employee turnover, especially from employees whose task limits allowed such flexibility.

4.3 Inferential Results

The research investigation of relation of flexible work arrangement and employee turnover on commercial banks was examined using inferential statistics presented in this section. Pearson's correlation analysis was used to establish the direction and strength of relationship between dependent and independent variables while simple linear regression analysis was used to estimate the predictive power of the independent variables (flexible work arrangements) on dependent variable (employee turn-over outcome). All these analyses can serve as empirical tests for or against the null hypothesis, and in addition they help to quantify the size of the correlation between the study variables.

Table 4: Correlation Analysis Matrix

	Employee Turnover	Flexible Work Arrangements
Employee Turnover	Pearson Correlation	1.000
	Sig. (2-tailed)	
Flexible Work Arrangements	Pearson Correlation	.450**
	Sig. (2-tailed)	0.000

Source: Research Data (2025)

The correlation analysis reveals a moderate to strong positive relationship between flexible work arrangements and employee turnover (retention) ($r = 0.450$, $p < 0.000$), indicating that commercial banks in Uasin Gishu County with higher flexible work arrangement practices achieve significantly better retention outcomes. This significant correlation suggests that when commercial banks effectively implement and communicate flexible work policies through systematic processes, their overall employee retention significantly improves.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450	0.202	0.199	0.60795

Source: Research Data (2025)

An R-value of 0.450 indicates a moderate to strong positive relationship between employee retention and flexible work arrangements, according to the model's summary. According to the R-squared value of 0.202, approximately 20.2% of the variation in employee turnover can be attributed to flexible work arrangement practices among commercial banks in Uasin Gishu County.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.740	1	25.740	69.643	.000
	Residual	101.640	275	0.370		
	Total	127.380	276			

Source: Research Data (2025)

Statistical analysis using the ANOVA test revealed that the regression model is highly significant (F=69.643, p=0.000), indicating a strong and significant correlation between flexible work arrangements and employee retention. This supports the model's ability to explain employee turnover variation.

Table 7: Coefficients

Model		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.859	0.179		10.410	0.000
	Flexible Work Arrangements	0.450	0.054	0.450	8.345	0.000

Source: Research Data (2025)

The regression equation is:

$Y = 1.859 + 0.450X_1$

The results demonstrate that flexible work arrangements significantly affect employee turnover in commercial banks in Uasin Gishu County ($\beta = 0.450$, $t = 8.345$, $p < 0.000$). Flexible work arrangements explain 20.2% of the variance in employee turnover, with a moderate to strong positive correlation ($r = 0.450$).

4.5 Discussion of Findings

The results show that flexible work arrangements are a meaningful factor behind employees retaining with commercial banks in Uasin Gishu county. The significant correlation and variance explained implies better retention outcomes for commercial banks with effective flexible work policies compared to banks with rigid work structures. This is in tandem with the results of Pepple et al. (2023) in Nigeria and Ali et al (2022) in coastal Kenya that proved that access to strategic flexible work practices are crucial for employee retention in the aspects of business, be it whatever the organisational context is. The results of the research found that implementation levels at commercial banks also varied in their degrees of flexible work with greater levels of agreement on remote working (mean 3.43) and work location autonomy lowest (mean 3.15) illustrating that commercial banks have a selective rather than holistic approach to flexible work implementation. Nevertheless, the relatively lower rating of work location autonomy (mean 3.15) and perceived effectiveness of flexibility on the satisfaction (mean 3.12) indicates that there is possibility for improvement in Comprehensive flexibility policy implementation and employee awareness. These findings confirm the predictions of Spillover Theory in terms of work-life integration, and retention outcomes and duplicate the theoretical

foundation of need for flexible work arrangements as a means of reducing the negative spillover effects while increasing the positive work-family enrichment in dynamic work environment.

5.0 Conclusions

The research results indicate that the practice of flexible work arrangement in Commercial banks in Uasin Gishu County is relatively effective and the options for remote work and compressed workweek are the relative points of relative effectiveness. Commercial banks demonstrate growing flexibility in work practices as the following aspects demonstrate a higher degree of agreement: Remote work options (mean 3.43) and Compressed workweeks (mean 3.39), so banks are utilizing flexibility in a strategic manner instead of practicing a complete lack of flexibility. Although, there is still room for improvement in several aspects, particularly in autonomy in the work location (mean 3.15) and increasing employees’ perception on effectiveness of flexibility on satisfaction and retention (mean 3.12). The banks can also increase their effectiveness in flexible work arrangements from improving the continuous policy refinement, improving formal communication on flexible work choices, and developing a more comprehensive policy on flexible work arrangements that incorporate schedule, location and temporal flexibility dimensions.

The findings of the research conclude that Flexible work arrangements have significant positive impact on employee retention for commercial banks in Uasin Gishu County flexible work arrangements being a significant predictors of employee turnover (20.2% variance in employee turnover) & having moderate to strong positive relationship ($r = 0.450$, $p < 0.000$) with retention outcomes. The statistical analysis for regression analysis revealed that for units increase in flexible work arrangement practices cause improvement in employee retention by 0.450-unit MP (standard 3 value & significance level = 0.000), that is 1 unit increase in flexible work arrangement practices results in improvement of employee retention by 0.450 units that holds an importance in organization on contingency principal of the stability and competitiveness of workforce strength. The results affirm the theoretical assumptions of Spillover Theory on work-life integration and retention outcomes. Commercial banks, which use systems of flexible work arrangements to implement flexible work through greater sphere flexibility, the option of remote work, compressed workweeks and work location autonomy, have better retention outcomes compared to their counterparts with rigid traditional structures for work. This aligns with literature from Haines et al. (2024) and Yang et al. (2024), which states that flexible work themes are vital to holding on to employees in different organizations.

6.0 Recommendations

According to the research results on flexible work arrangements and employee turnover, the study suggests that:

Commercial banks ought to develop comprehensive flexible work arrangement policies that balance operational requirements with employee work-life integration needs. This involves implementing systematic schedule flexibility options, expanding remote work infrastructure, establishing compressed workweek programs, and granting reasonable work location autonomy depending on job requirements and organizational capacity.

Banks should institutionalize clear communication procedures to ensure all employees are aware of available flexible work options and the processes for accessing them. This communication must include policy clarity, eligibility criteria, application procedures, and performance expectations to enhance utilization and effectiveness of flexibility programs.

Bank management ought to invest in technology infrastructure that facilitates effective remote work and flexible arrangements, including secure remote access systems, collaboration tools, and performance monitoring mechanisms that support flexibility without compromising security or service quality.

Establish flexible work arrangement evaluation frameworks where regular assessment of policy effectiveness, employee satisfaction with flexibility options, and impact on retention outcomes can be systematically monitored. These frameworks should capture lessons learned from flexibility implementation experiences to enhance decision-making on future policy refinements.

Commercial banks are advised to enhance their organizational cultures to support work-life balance through flexible arrangements, particularly by developing leadership capabilities in managing flexible teams and creating performance management systems that focus on outcomes rather than physical presence, while maintaining systematic evaluation procedures that ensure operational effectiveness and customer service standards are maintained.

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